

DEVELOPMENT OF SCHOOL BOARD POLICIES OF THE GUTHRIE
CENTER COMMUNITY SCHOOL THROUGH 1959 ²¹

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James David Roth

Approved by Committee:

Simon Bartley
Chairman

Earl L. Canfield
Dean of the Graduate Division

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CHAPTER I

INTRODUCTION

The majority of the citizens of the United States realize that the public schools have undergone many changes through the years. Because of these changes the schools have changed their methods, curriculum, standards, and policies. The changes have probably been more numerous and drastic in this, the twentieth century, than earlier.

I. THE PROBLEM

Statement of the problem. This study concerns itself with studying and determining the policies and changes in policies of the school boards of the Guthrie Center Community School from 1896 through 1959. The purpose of this study was (1) to examine the school board's minutes to determine policies and changes in policies from 1896 through 1959; (2) to formulate and organize these policies into a written statement; (3) to determine, from an examination of literature in the field of school administration, areas that should be covered by policies; (4) to compare the school board's policies with item 3; and (5) to make recommendations to the school board as to changes in their policies.

Limitations. This study will have two limitations.

First, there are no records of school board minutes from 1925 through 1930. Therefore, these years could not be included in this study. Second, it will only include the policies, developed by the school boards, that have been adopted in official meetings and are actually written into the minutes. Consequently, no unwritten policies will be included in this study.

II. THE PROCEDURE

The procedure to be used. This research has been carried on by using the following procedures: First, a study was made of the literature in the field of school board policies. Second, a list of the major areas covered by the school board policies is presented. Third, a study was made of the Guthrie Center school board minutes, from 1896 through 1959. Fourth, a summary was made of the changes in the school board's policies from 1896 through 1959. Fifth, a recommendation, as based on the conclusion drawn, was made to the Guthrie Center Board of Education pertaining to the school board's policies.

III. REVIEW OF LITERATURE

School boards have a vital role to play in public education. Education in the United States is recognized as a function of the state. In Iowa, the General Assembly is charged with the constitutional responsibility of providing for the edu-

cational interests of the state. The Iowa legislature has discharged most of its educational responsibilities by delegation to the state, county, and local levels. The primary responsibility, however, for assuring the provisions of educational opportunities to all the children and the youth of school age, was placed on the shoulders of school board members in the local districts.¹

Responsibilities of school boards have been summed up in the following five headings:

1. The school board has the legal responsibility for the conduct of the public schools, and is the only official agency in the community that has such.
2. The school board has a civic responsibility as the controlling body of a basic service essential to the life of the community.
3. The school board has a social responsibility toward all the people who look to the school as the center of growth and development for young and old alike.
4. The school board has an economic responsibility, since there is a direct relationship between good schools and the standard of living.
5. The school board has a moral and ethical responsibility to discharge its functions completely and impartially in the interests of the greatest good to the greatest number at all times.²

¹ Dr. S. J. Knezevich and Dr. H. C. De Kock, The Iowa School Board Member (Des Moines: Garner Publishing Company, 1959), p. 10.

² William C. Bruce, "School Board Responsibilities," The American School Board Journal, CXXXIV (May, 1959), 62.

The five responsibilities are very broad, but they are, also, very important. Actually, the six underlined words form a framework for an individual's way of life. From this, a school board is entrusted with the responsibility of shaping the way of life of a school, its students, and patrons.

How are these responsibilities carried out? A school board needs to develop educational policies to use as a guide in administering its duties. The educational policies should include statements describing the aims, purposes, or objectives which the board hopes to achieve. The statements should be in terms broad enough to include all issues that are likely to occur, but at the same time specific enough to make the purposes clear. Policies are a guide by which the superintendent and board members can make decisions on specific issues.¹

Rules and regulations by which the school is governed grow out of the policies and, consequently, the policies give meaning to them.

Keys to successful policy making. Since the responsibility of operating the school is such a tremendous job, the school board should have clear and concise written policies to help relieve the pressure on them, and make their job somewhat easier. The following keys may be used in formulating successful

¹ Ibid.

school board policies.

1. An effective administration-board of education relationship based on mutual respect of lay and professional personnel.
2. Forming policy decisions by the board and administration with the objective of promoting the greatest pupil growth and development while serving the best interests of the community.
3. Forming policy decisions after thorough and comprehensive study of a problem area by the administration and board utilizing the resources of the staff, community, and professional consultants.
4. Flexibility of the board and administration in adapting a policy decision to valid reservation of the community, in order to implement the policy decision yet meet the needs and desires of the community.
5. Public presentation of the policy decision to impart in a fair and clear manner full information to the community, utilizing public information procedures.¹

With these five keys to successful school board policy making, policies for specific situations may be developed.

Importance of written school board policies. School boards should have written statements of its policies. In The Iowa School Board Member the statement is made that written policies should:

1. Clarify responsibility.
2. Promote more consistent decisions.
3. Provide continuity of action.

¹Michael S. Kline, "Forming Board Policies," The American School Board Journal, CXXXVII (December, 1958), 16.

4. Save board time, money, and effort.
5. Help improve public relations.
6. Reduce pressures on the board.
7. Reduce criticism of board action.
8. Give board a sense of direction.
9. Help facilitate orderly review of board practices.
10. Insure a better informed board and staff.

with these reasons for having a written policy, a school board cannot justify its not having a written policy.¹

IV. ORGANIZATION OF SCHOOL BOARD POLICIES

Policies and their changes. Written policies must be interpreted as guides to action that are consistent with the times. There are forces outside the school which continue to exercise influence on the American system of public education. Today's school is quite different from that of 1896. Therefore, policies consistent with the best practices on educational problems in 1896, may be hopelessly out of date in 1959. The responsibility of the professional staff of the school is to inform the school board when new problems arise that make existing board policies obsolete. The board should never stop making, reviewing, and revising its policies. Some boards review and revise their policy statements as the situation arises. Others set definite dates or times such as once a year, to review policies. Whatever procedure is followed, policies will be changed.²

¹Knezevich, op. cit., p. 51.

²Ibid.

Organization of School Board Policies. A study has

been made of the Guthrie Center School Board's minutes.

For this study, the policies have been grouped under the following major areas:

1. Board of Education.
2. Superintendent of Schools.
3. Operational Finance.
4. Personnel.
5. Pupil Personnel.
6. Public Relations.

CHAPTER II

THE GUTHRIE CENTER SCHOOL BOARD POLICIES

Not until May 5, 1952, was a specific list of written school board policies adopted by any board of education for the Guthrie Center school district. These policies were inadequate in that they did not include many phases of the school board's authority. One policy was that "New policies should be added from time to time"¹ but very few specific policies were recorded as being added to the existing list. However, the superintendent was revising and composing a list of school board policies to be presented to the board for approval and adoption.

On July 1, 1956, the Guthrie Center Independent School District was dissolved, and the new Guthrie Center Community School District came into existence. The new school board that was elected as a result of this school district reorganization, "adopted" all outstanding bills and policies of the former school district and board of education according to the Iowa State law.² As a result, the policies hereafter mentioned will be treated as one and the same.

¹ Guthrie Center School Board Minutes, May 5, 1952.

² Ibid, July 3, 1956.

I. BOARD OF EDUCATION

Legal status. According to the Iowa state law, a school board member is a state officer selected for office in a manner prescribed by law, and for the purpose of discharging a state responsibility. He is sworn to uphold the state laws. Legally, a school board member has authority of office only during legally called board meetings.¹

Functions. In general, the functions of school boards are similar to the functions of the board of directors a private corporation. A statement of the chief responsibilities of a school board would include the following:

- To comply with the laws of the state and the regulations of the state educational authority.
- To determine the goals or objectives of public education in the school district.
- To choose the superintendent of schools and work harmoniously with him.
- To contribute to the development and improvement of educational opportunities of all children and youth in the district.
- To develop the policies which will attract and personnel needed to realize the educational objectives of the district.
- To provide for an educationally efficient physical plant.

¹Dr. S. J. Knezevich and Dr. H. C. De Kock, The Iowa School Board Member (Des Moines: Garner Publishing Company, 1959), p. 13.

To help obtain the financial resources necessary to achieve the educational goals.

To keep the people intelligently informed about the schools.

To be sensitive to the educational hopes and aspirations of the people of the district.

To appraise the activities of the school district in light of the goals or objectives previously established.

To discharge its responsibilities as a state agency by participating in state-wide efforts to promote and improve public education.¹

Evaluation of the school. In the early twentieth century, the board of education appointed three of its members to a Visitation Committee to visit the school and make a report to the entire board concerning their visits.² This was the only evaluation policy available in the minutes except the reports made to the board by the superintendent at various times. There was no policy or set time for these reports to the board.

School Recognition. The school board adopted a policy that former members of the Guthrie Center Board of Education should be recognized for their efforts. The school board approved of Iowa Association of School Board Awards to be awarded to the

¹ Ibid., p. 17-18.

² Guthrie Center School Board Minutes, February 23, 1905; February 23, 1906; and January 9, 1907.

past and present directors and that it be a policy to continue giving these awards.¹

Meetings. In 1917 the meeting time for the board of education was set for the first Monday night of each calendar month², this was changed to the first Friday night of each month in 1921³, and then changed back to the first Monday night in 1923.⁴

Amending policies. It should be understood that any adopted policies may be amended or discontinued by a majority vote at any regular board meeting. However, no policy should ever be made retro-active; in other words they must always be made to deal with the future.⁵

Ethical conduct. The board of education of the Guthrie Center Independent School District unanimously voted to adopt the Code of Ethics as recommended by the Iowa Association of School Boards. The Code of Ethics contained in the school board

¹Ibid., November 9, 1953.

²Ibid., September 24, 1917.

³Ibid., September 5, 1921.

⁴Ibid., November 10, 1923.

⁵Ibid., May 5, 1952.

minutes as follows:

AS A SCHOOL BOARD MEMBER

1. I will listen.
2. I will respect the opinion of others.
3. I will recognize the integrity of my predecessors and associates and the merit of their work.
4. I will be motivated only by an earnest desire to serve my community in the best way possible.
5. I will not "play politics" nor consider a position on the school board as a "stepping stone" to political power.
6. I will not buy for personal use at "school prices."
7. I will not use the schools or any part of the school program for my own personal advantages or for the advantage of my friends or supporters.
8. I will make no effort to secure a school position in my district for a member of my immediate family.
9. I will vote for an executive session of the board if the situation requires it, but I will consider "star chamber" or "secret" sessions of board members unethical.
10. I will recognize that to promise in advance of a meeting how I will vote on any proposition which is to be considered, is to close my mind and agree not to think through other facts and points of view which may be presented in the meeting.
11. I will expect, in board meeting, to spend more time on educational programs and procedures than on business details.
12. I will recognize that authority rests with the board in legal session, and not with individual members of the board, except as authorized by law.
13. I will make no disparaging remarks, in or out of the board meeting, about other members of the board or their opinions.

14. I will express my honest and most thoughtful opinions frankly, in board meetings, in an effort to have all decisions made for the best interests of the children and the schools.
15. I will insist that all members of the board participate fully in board action, and recommend that when special committees are appointed,, they serve only in an investigating and advisory capacity.
16. I will abide by majority decisions of the board, once they are made, and will accept and fully support them, so long as I remain a member of the board.
17. I will carefully consider petitions, resolutions, and complaints, and will act upon them in the best interests of the schools.
18. I will not discuss the confidential business of the board in my home, on the street, or in my office; the place for such discussion being the school board meeting.
19. I will endeavor to keep informed on all local, state, and national educational developments of significance so that I may become a better school board member.

IN MEETING MY RESPONSIBILITY TO MY COMMUNITY

1. I will consider myself a trustee of public education and will do my best to protect it, conserve it, and advance it, giving to the children of my community the educational facilities that are as complete and adequate as it is possible to provide.
2. I will consider it an important responsibility of the board to interpret the aims, methods, and attitudes of the schools to the community.
3. I will earnestly try to interpret the needs and attitudes of the community and do my best to translate them into the educational program of the schools.
4. I will attempt to procure adequate financial support for the schools.

5. I will represent the entire district rather than individual, electors, patrons, or groups.
6. I will not regard the schools as my own private property, but as the property of the people.

IN MY RELATIONSHIP WITH THE SUPERINTENDENT AND STAFF

1. I will function, in meeting the legal responsibility, that is mine, as a part of a legislative, policy-forming body, not as an administrative officer.
2. I will recognize that it is my responsibility, together with that of my fellow board members, to see that the schools are properly run--not to run them myself.
3. I will expect the schools to be administered by the best-trained technical and professional people it is possible to procure.
4. I will recognize the superintendent as executive officer of the board.
5. I will work through the administrative employees of the board, not over or around them.
6. I will expect the superintendent to keep the school board adequately informed at all times through oral and written reports.
7. I will participate in board legislation only after considering the recommendations of the superintendent and then only after he has furnished complete information supporting his recommendations.
8. I will vote to elect employees only on recommendation of the superintendent.
9. I will insist that contracts be equally binding on the teacher and the school board.
10. I will give the superintendent power commensurate with his responsibility and will not in any way interfere with, or seek to undermine, his authority.
11. I will give the superintendent friendly counsel and advice.

12. I will present any personal criticism of employees to the superintendent.
13. I will refer all complaints to the proper administrative officer or insist that they be presented in writing to the board as a whole.
14. I will insist that no teacher be notified of discontinuance of contract, unless the possibility of termination of employment has been discussed with the teacher by proper authority well in advance of the positive action.

TO COOPERATE WITH OTHER SCHOOL BOARDS

1. I will not help to elect a superintendent, principal, or teacher who is already under contract with another school without first securing assurance from the proper authority that the person can be released from contract.
2. I will consider it unethical to bid for the services of a teacher or pursue and procedure calculated to embarrass a neighboring board or superintendent.
3. I will not recommend a teacher for a position in another school unless I would employ said teacher under similar circumstances.
4. I will answer all inquiries about the standing and ability of a teacher to the best of my knowledge and judgment, with complete frankness and directness, being careful not to overpraise nor to be unduly critical.
5. I will associate myself with board members of other districts, both personally and in conferences, for the purpose of discussing school problems and cooperating in the improvement of public school conditions.¹

¹Ibid., May 5, 1952.

II. SUPERINTENDENT OF SCHOOLS

Term of office. The first evidence of a superintendent's being given more than a one year contract was found on April 4, 1938, when the superintendent was given a two year contract. This contract continued until April 4, 1949, at which time the superintendent was given a three year contract, which was renewed at the termination of that period.

Resignation. The board accepted the resignations of many superintendents through the years, but in only one instance was a record made of a letter of acceptance of the resignation and regret expressed by the board for this action, along with a letter of recommendation for the superintendent.¹

Selection and duties. There is no mention made in any of the minutes regarding a criterion for the selection, salary, travel allowance, or professional and public service beyond the local system for the superintendent.

Relationship between superintendent and board.

In 1936 a policy was adopted stating:

Any patron, student body, or member of faculty having any grievances, will present same to the board in regular meeting or otherwise they shall be disregarded.²

¹ Ibid., March 19, 1945.

² Ibid., May 13, 1936.

From policies adopted by the Guthrie Center Board of Education in 1952, it is to be understood:

That it recognizes the superintendent it has selected as the executive member of the board, he being at all times bound to follow any policies formed by the board in the administration of school affairs. That in the absence of adopted board policies to cover given situations, the superintendent is authorized to use his best judgment which will stand until the board has met and set up policies to govern said situation.

That all employees are directly responsible to the superintendent and are expected to operate under his orders.

That all complaints by teachers, other employees, or patrons of the school are to be referred first to the superintendent.

That if these matters cannot be settled between said party or parties and the superintendent, complaints will be considered by the board as a whole providing the complaining party, or parties, is willing to state same in writing or appear before, the board with the complaint, the superintendent present.

That the board members as individuals will listen to complaints or opinions, but will not pass opinions on school complaints or school questions until the entire board has met in session with the superintendent and all sides of the questions have been presented.

That the superintendent is to keep the school board adequately informed at all times through oral and written reports.¹

School time. The board authorized the superintendent to schedule the school from 9:00 A.M. to 4:00P.M. in 1919. School time did not appear again in the minutes until May 3,

¹ Ibid., May 5, 1952.

1954, when the time for school was set from 9:00 A.M. until 4:05 P.M., with a forty-five minute lunch period. In very few instances was it written in the minutes that the board set the date for opening the school in the fall, or set a date for school to be dismissed in the spring. The board minutes have specified, with very few exceptions, that the school be dismissed for varying lengths of time for the Guthrie County Fair. This policy of dismissing school during the Guthrie County Fair was first written in the minutes in 1898, and has continued.

III. INSTRUCTIONAL PROGRAM AND OTHER SCHOOL SERVICES

Health. The school board has co-operated with the health authorities through the years in recommendations made and services offered by the health authorities. The schools were to be opened on March 6, 1922, and each student was required to present a certificate from a medical doctor showing that he had been vaccinated in accordance with the Board of Health requirements.¹ All students were required to bring a certificate from a doctor showing that the students had recovered from any contagious disease.² In 1934 upon the recommendation of health authorities,³ the board of education closed school

¹Ibid., March 3, 1922.

²Ibid., January 7, 1924.

³Ibid., May 7, 1934.

for three weeks because of a measles epidemic. Also in 1934 the board adopted a policy of financing the diphtheria immunization program to its successful completion.¹ The board permitted tuberculosis tests to be given in the schools in 1936, stating, however, that these were not compulsory.² Again, in 1944 the board approved the Iowa Tuberculosis Association's testing program,³ and then approved that same association's chest X-ray program in 1946.⁴

State recommendations and standards. The State Inspector Ensign recommended in 1905, that the board of education reduce the number of classes, lengthen the class periods, and provide for a special room containing laboratory equipment. The board carried out these recommendations.⁵ The superintendent was authorized to bring the Guthrie Center Schools up to the standards designated by the State Board of Education for approved schools in 1917.⁶ A membership fee was sent to the

¹ Ibid., September 13, 1934.

² Ibid., September 7, 1936.

³ Ibid., October 3, 1944.

⁴ Ibid., December 11, 1946.

⁵ Ibid., November 15, 1905.

⁶ Ibid., June 6, 1917.

North Central Association in 1931.¹ The board approved school participation in a special education program of the State Department of Education for speech correction in 1950.² In 1956 the superintendent was instructed to replenish the grade library and supplementary readers to meet the state standards.³

These policies seem to indicate that the board of education has attempted to meet the standards.

Home Economics. A petition was presented to the board of education by the women of the town, in 1912, asking the board to adopt sewing in the course of study for the fifth, sixth, seventh, and eighth grades.⁴ On July 1 of that year the board adopted this recommendation as a policy for the ensuing year. According to the school board minutes, the board authorized the superintendent to meet the requirements of the State Board, with reference to the Home Economics department.⁵

Music. In 1901 a part-time teacher was employed "as a

¹ Ibid., October 9, 1931.

² Ibid., June 5, 1950.

³ Ibid., May 7, 1956.

⁴ Ibid., April 26, 1912.

⁵ Ibid., May 8, 1923.

teacher of music" for the school, at a salary of three dollars per week.¹ A policy was adopted to have music taught in the school on a full-time basis for the school year of 1906-07,² and three years later the board decided to allow one credit for three semesters of music.³ Instrumental music was established in the Guthrie Center School in 1933,⁴ and four years later the board authorized the purchase of musical instruments for the purpose of strengthening the school's music program.⁵ In 1958 a policy was adopted charging students a fee of five dollars per semester for the use of school-owned instruments.⁶

Agriculture. The school board made application for the benefits of the Smith-Hughes Act and authorized the superintendent to meet the requirements for the same in 1923.⁷ In the next

¹ Ibid., September 1, 1901.

² Ibid., July 6, 1906.

³ Ibid., July 30, 1909.

⁴ Ibid., September 12, 1933.

⁵ Ibid., August 2, 1937.

⁶ Ibid., August 4, 1958.

⁷ Ibid., October 30, 1923.

decade, the superintendent was "authorized to offer a night course in vocational agriculture, if sufficient attendance can be secured."¹ The "On the Farm Training" program for veterans was authorized after World War II, with the superintendent responsible for the administration of the program.²

Manual Training. Manual Training was added to the course of study in 1906.³ One credit was allowed for every three semesters of drawing.⁴ Later, the superintendent was authorized to include manual training in the sixth grade.⁵

Foreign Languages. German and Latin were first included in the course of study in 1911,⁶ but on April 26, 1918, German was immediately dropped from the curriculum, and French was added as a replacement.⁷

Kindergarten. A kindergarten was first established in connection with the grade school in 1935.⁸ Later that year the second grades in that year were added.

¹ Ibid., August 7, 1931.

² Ibid., March 17, 1947.

³ Ibid., April 9, 1906.

⁴ Ibid., July 30, 1909.

⁵ Ibid., July 1, 1912.

⁶ Ibid., May 18, 1911.

⁷ Ibid., April 26, 1918.

⁸ Ibid., June 24, 1935.

board of education adopted the superintendent's recommendation that the "entrance age for pupils beginning kindergarten shall be five years of age, on or before the second week of school."¹ Twenty-one years later, the superintendent was authorized to establish a "new kindergarten."² After the school district's re-organization, a policy was adopted to provide noontime bus service for rural kindergarten pupils.³

Hot lunch. The board of education adopted a policy that "a school lunch program be initiated into the Guthrie Center Schools" in 1948.⁴ The superintendent was authorized to enter into an agreement with the Department of Public Instruction for the same. Two years later a hot lunch supervisor was hired to be in charge of the hot lunch program.⁵ In 1953, a family rate for hot lunches was authorized.⁶ The hot lunches were reduced to twenty-five cents for all students in kindergarten, first, and second grades in that same year.⁷

¹Ibid., August 5, 1935.

²Ibid., July 2, 1956.

³Ibid., August 5, 1957.

⁴Ibid., March 1, 1948.

⁵Ibid., October 4, 1950.

⁶Ibid., December 7, 1953.

⁷Ibid., December 7, 1953.

Transportation. Buses were purchased by the school board, whenever they were needed. Purchases were made through use of sealed bids. In 1947 the board adopted a policy that school buses could be used for school activities.¹ This policy was demonstrated in 1958 when a resolution was made stating that "the school furnish transportation for the elementary students to attend the Shrine Circus!"² A policy regarding the running of school buses in bad weather was adopted in 1956. It stated that:

1. Schools will be dismissed both in town and rural areas on any day or days roads are known to be too hazardous to run buses.
2. An announcement will be made over WHO 6:30 A.M. news, and possibly again at 7:30 if and when school has been called off for a given day. It is to be assumed that schools will be open the following day unless additional announcement is made.
3. In the event school has not been called off on a given day but drivers find their routes too difficult to travel, they are to be given individual authority not to run. This may mean that on certain days some rural schools might not run although all schools have not been officially closed. (If a driver finds it impossible to make his route, he should notify teachers of his area and get word around as much as possible).

¹ Ibid., January 7, 1947.

² Ibid., April 7, 1958.

4. Rural school drivers also will have authority to pick up pupils early on any school day if they believe roads are becoming too hazardous to wait until 4 P.M. (Parents, both town and rural, should anticipate their children coming home early when weather turns bad.)
5. In the event town schools have not been called off because conditions become bad too late to make an announcement, if any. Also, under such circumstances, we will try, as much as possible, to occupy those attending with something other than regular class work so that those missing will not be handicapped.
6. Pupils will not be counted absent if the bus they regularly ride does not run or reach school on a given day. It is to be understood, however, that pupils may find it necessary to meet buses some distance from home when certain roads are drifted or where it is impossible for buses to turn around at the regular pickup points.
7. According to state law, pupils may be regularly required to meet a bus up to one mile. It is the policy of the Guthrie Center Community School Board, however, to provide the best transportation it can at all times. When it is deemed impractical for a driver to make certain parts of his regular route because of mud roads, snow drifts, or ice, he should try to get word to people affected when feasible. Sometimes it will be quite obvious that buses will not be able to run certain roads, under which circumstances cooperation of parents will be appreciated in getting pupils to and from the main traveled routes.¹

Other Services. The school boy patrol was organized in 1934.² The school board decided to sponsor the Red Cross swim-

¹ Ibid., November 26, 1956.

² Ibid., September 13, 1934.

ming classes in the summers of 1948 and 1949.¹

IV. OPERATIONAL FINANCE

Budget. Beginning in 1898, and being carried on yearly through 1924, the school board fixed the amount of the school levy. Through 1916 the levy was divided into three parts, the school house fund, teacher fund, and the contingent fund. In 1918 the number of funds was reduced to only two, the general fund and the school building fund.² This method was followed until 1931,³ at which time the budget was presented by the superintendent to the board of education for approval. After approval was secured, the board authorized the secretary to advertise the budget in the local newspaper and to set a time for an objectors' hearing. Not at any time, according to the minutes, were any objectors present. After the period of advertisement, the board met and adopted the proposed budget. In 1952 following policy was adopted:

In order that there may be a better understanding between the Superintendent of the Guthrie Center School and the Board of Education of said school, the Board hereby sets forth and adopts the following policy which

¹ Ibid., June 7, 1948 and June 5, 1950.

² Ibid., August 19, 1918.

³ Ibid., July 16, 1931.

authorizes said superintendent to do the purchasing for the school, subject to the stipulations herein set forth..

Be it understood that although the budget is prepared by the Superintendent of Schools, when it has been adopted by the Board of Education it becomes the legal budget of the Guthrie Center Independent School District. It is, therefore, very necessary that each member of the Board go over the entire proposal carefully making any additions or subtractions desirable before final adoption at the July 1 meeting each year.

The Superintendent of Schools is then empowered to expend said budget as set up and approved by the Board, it being understood that he will not spend more money in any department than has been set aside for that purpose except by permission of the Board; that he will keep the cost at a minimum expending only such part of the budget as is necessary; that he will consider quality and price in all purchasing; and that he must at all times be able to show proof of goods purchased and keep accurate records so that the Board may be kept informed.

Since the Superintendent is held directly responsible to the board for all expenditures, any and all other teachers and employees of the Guthrie Center Schools are directly responsible to the Superintendent and may not make purchases without his approval.

It is further directed that the Secretary to the Board of Education will make a report each month showing receipts, expenditures, and balances of all funds up to date of current meeting, so that the board may know how it is progressing financially.¹

Auditing. Very little mention of auditing was made in the board minutes. Where it was mentioned, it simply stated that the board accepted the secretary's and the treasurer's reports as presented.² In 1957 as reported in the minutes,

¹Ibid., May 5, 1952.

²Ibid., July 1, 1951; July 1, 1952; and May 5, 1952.

an audit was conducted by the State Auditor's office.¹ An audit is conducted every two years, but this was not mentioned in the minutes.

Banking. A resolution was made in 1931 by the board of education that the Guthrie Center branch of the Jefferson State Bank of Jefferson, Iowa, should be the official depository of the Guthrie Center Independent School District.² The depository for the school district was later changed that same year to be the Guthrie County State Bank.³ This same bank has continued to be the official depository.

Tuition. The subject of tuition was first mentioned in the school board's minutes in 1912. The board authorized the president of the board of education and the superintendent to make estimates of tuition due from each township and present bills to the board for the same.⁴ In 1917 the tuition was set at two dollars a month for grade students and four dollars a month for high school students.⁵

¹ Ibid., July 15, 1957.

² Ibid., July 16, 1931.

³ Ibid., November 3, 1931.

⁴ Ibid., May 24, 1912.

⁵ Ibid., September 24, 1917.

From 1919 through 1924, the board set the tuition rates yearly, specifying that the tuition must be paid, in advance, either monthly or by the semester.¹ In the 1950 minutes, it was noted, that the tuition was set by the board and revised in 1952.² In 1954 and 1957, non-resident students were allowed to attend the Guthrie Center School in a hardship case or if they were living with residents of this school district.³

Activity funds. In 1916 the board authorized the superintendent to take charge of all funds arising from entertainments or athletics, and the superintendent was instructed to make a report of these funds to the board at the end of the school year.⁴ This policy was renewed in 1922 by the board with the exception that the superintendent must file a report of these activities with the board at each regular board meeting.⁵

School equipment. In 1915 the board purchased desks, blinds, and teachers' desks.⁶ Then in 1920 the superintendent

¹ Ibid., August 4, 1919; August 8, 1921; August 4, 1922; and September 10, 1924.

² Ibid., October 4, 1950 and June 2, 1952.

³ Ibid., August 26, 1954 and September 2, 1957.

⁴ Ibid., September 7, 1916.

⁵ Ibid., August 4, 1922.

⁶ Ibid., July 26, 1915.

was authorized to purchase school supplies needed for the coming year.¹ In 1923 the president of the board and the superintendent were appointed as a committee to purchase the necessary supplies for the coming year.² A resolution was passed in 1948 concerning the purchasing of goods and services for the school. The resolution stated that the two things to be concerned with were first to save money for the school, and second, to secure goods from local businesses whenever possible.³ As shown by the minutes, the superintendent was being given more and more responsibility in the purchasing of goods for the school. In 1953, new seats and playground equipment were purchased upon the recommendation of the superintendent.⁴

Transfer of funds. In 1945 the board donated one hundred and fifty dollars from the Athletic Fund, and one hundred and fifty dollars from the Activity Fund to the Band Mothers Club for the purchase of new band uniforms.⁵ The Amount of \$3320.00 collected in the Special Course Fund during the year 1947-48

¹ Ibid., April 5, 1920.

² Ibid., May 8, 1923.

³ Ibid., April 15, 1948.

⁴ Ibid., May 4, 1953.

⁵ Ibid., March 19, 1945.

was transferred to the General Fund to apply on teachers' salaries, and on payment for reflectors for the football field.¹ In the same school year of 1947-1948, the unexpended balance of 3,394.08 in the School House Fund, which was then a "Dead Fund," was allowed to be transferred to the General Fund.² Another "Dead Fund" which contained \$517.08 was transferred to the General Fund in 1949.³ In 1953 the board transferred Funds from the Veterans Training Account to the Athletic Fund to improve the Athletic Field.⁴

V. PERSONNEL

Teacher qualifications. Until 1947 the school board had no written policies regarding a set of qualifications for the employment of teachers in the school system. On March 18, 1957, the following minimum qualifications were established for all teachers in the Guthrie Center school system:

1. Elementary teachers must have successfully completed a 60 hour course in Elementary Education, from an accredited college with special work in their particular fields, which included practice teaching. They should hold no less than Pre-Professional Certificates.

¹ Ibid., July 1, 1948.

² Ibid., November 1, 1948.

³ Ibid., July 1, 1949.

⁴ Ibid., March 16, 1953.

2. High school teachers must be four year college graduates with majors in their teaching fields. They may be employed to teach not more than two classes outside their major field providing they have 15 hours of credit in said field, and 5 hours in the specific subject taught. Twenty hours is regarded as equal to a subject or field major. They must hold Iowa Standard Secondary Certificates or better.
3. Supervisors, Principals, and the Superintendent, must, in addition to a four year college course, hold master's degrees in their special fields, and hold special certificates as prescribed by the State Department of Public Instruction.¹

Selection. On May 5, 1952, the board of education adopted the following policy regarding the selection of the teachers.

Realizing that the selection of well qualified teachers is a duty requiring professional skill and also because of the great amount of time required in screening applicants, it is the policy of the Board to complete its school faculty in the following manner.

First, it is necessary to find out what positions are to be vacant. In determining which teachers, if any, are not to be retained, the board will give careful consideration to the recommendations of the superintendent.

Second, the board will determine what salaries it is willing to pay for the various positions.

Third, the Superintendent is then empowered to take applications from prospective teachers, interview applicants and offer tentative contracts where it seems necessary to do so before the next regular board meeting.

¹ Ibid., March 18, 1957.

Fourth, during the hiring of teachers the superintendent will keep the president of the board informed from day to day so that if he feels at any time that there might be reason why the board would like to meet to discuss certain applicants before hiring, it may do so.

Fifth, it has always been understood that if at any time the board would like to meet applicants for a certain position or meet and give approval before a contract is offered, the superintendent will follow their wishes providing he is given this direction in advance.

Sixth, it is understood that the superintendent is responsible for seeing that all teachers hired are properly certified and that their preparation for the subjects they are to teach meet the standards set by both the Department of Public Instruction and the National Education Association.¹

This was an advancement from the procedure used in the early part of the minutes under study. The "matter of assigning teachers was left to the Committee on Rules and Regulations" in 1897.² The school board would vote on each teacher in regard to approval of his assignment and salary. In 1933 the minutes record the superintendent's, recommending of a teacher to the board and in turn the boards hiring of the teacher.³ From that time on, the superintendent was given more authority in the selection of teachers.⁴

¹ Ibid., May 5, 1952.

² Ibid., July 30, 1897.

³ Ibid., May 18, 1933.

⁴ Ibid., August 2, 9, and 28, 1937; April 14, 1944; January 7, 1952; March 19, 1956; and July 2, 1956.

Sick leave. No teacher was to be allowed over three days of sick leave with pay according to a board policy of 1935.¹ This policy was again approved on October 2, 1939, as well as on September 2, 1940. This policy was formally adopted by the board in 1946.

Three days leave was granted to teachers without a pay deduction for illness, death, or serious illness in the family during the school year.²

Substitutes. No mention of pay for substitute teachers was made in the board minutes until 1931. At that time the board voted to pay experienced substitute teachers five dollars a day for teaching in the grade school and six dollars a day for high school teaching.³ This was changed to four dollars and fifty cents, and five dollars a day respectively in 1936.⁴ The pay was raised to six dollars and eight dollars respectively in 1945.⁵ The board voted in 1951 to pay all substitute teachers ten dollars a day.⁶ In 1958 this amount was raised to fifteen dollars per day.⁷

¹ Ibid., October 7, 1935.

² Ibid., February 4, 1946.

³ Ibid., December 4, 1931.

⁴ Ibid., October 5, 1936.

⁵ Ibid., October 1, 1945.

⁶ Ibid., October 1, 1951.

⁷ Ibid., January 6, 1958.

Salaries. A salary schedule was first adopted in the Guthrie Center school system in 1951. Before this was adopted, the board and superintendent hired each teacher for a specific salary. This salary agreement was carried out between the board or superintendent, and the individual teacher. In 1923 and again in 1924, the board passed resolutions to add fifty dollars to a teacher's salary if he attended summer school to further his education for a teaching profession.¹ In 1951 the superintendent presented to the board of education for its approval, a salary schedule which the board adopted.² A new salary schedule was adopted in 1954,³ revised in 1956,⁴ and the increments raised in 1957.⁵ The latest salary schedule was adopted in 1958.⁶ According to a policy adopted in 1939, teachers' salary checks were to be issued at the end of two weeks periods.⁷

Liquidating clause. In 1905 contracts were presented to the teachers for their signature. Added to the contracts was a clause containing a set time for the return of the con-

¹ Ibid., May 29, 1923; and April 4, 1924.

² Ibid., April 2, 1951.

³ Ibid., April 5, 1954.

⁴ Ibid., April 3, 1956.

⁵ Ibid., April 15, 1957.

⁶ Ibid., March 25, 1958.

⁷ Ibid., September 4, 1939.

tracts to the board, otherwise a vacancy was declared in that position.¹ A policy was adopted in 1935 that "a fee not to exceed fifty dollars was to be charged a teacher who wished to be released from his contract."² In 1946 a policy was adopted stating:

That all contracts be subject to a clause that if release of contract be granted before June 1, a sum of fifty dollars be paid the school district, and after June 1, the sum be seventy-five dollars.³

Teachers conventions. The policy of the Guthrie Center school boards since 1896 has been that school is dismissed for either one or two days for teachers conventions. This policy has varied from time to time.⁴

Janitors and mechanics. In 1897 the board, in preparing to hire a janitor at the next meeting, authorized a notice to be published in the newspaper to that effect.⁵ From that time on, janitors were hired directly by the board, and a notice of publication was not mentioned. Janitors were hired to serve

¹ Ibid., March 31, 1905.

² Ibid., August 12, 1935.

³ Ibid., April 1, 1946.

⁴ Ibid., October 30, 1896.

⁵ Ibid., August 24, 1897.

until such a time as the board decided that their work was unsatisfactory. Instructions were given to the janitors, from time to time, regarding work expected of them by the board. In 1940 the board notified the janitors that a policy had been adopted that "all supplies must be requisitioned and signed by either the superintendent or a member of the board."¹

A full-time school bus mechanic was hired on August 6, 1951. Before this time, the school hired mechanical work done at the local garages.

A "Custodian and Mechanics Agreement" was adopted as a policy in 1958. It is as follows:

During summer time, only one mechanic will work in bus garage. One mechanic should be able to get all buses, pick up and etc. in top condition by time school starts.

All jobs recommended by teachers must come through the Superintendent who will assign jobs to men.

CARE OF EQUIPMENT

A place should be made for all supplies and equipment. They must be kept in order and locked up. We are being forced to spend entirely too much money for equipment that hasn't been properly taken care of. (too many towels were lost last year in bus garage.)

BUS GARAGE

No equipment automobile, etc. not school owned should be kept in bus garage. The bus garage was not built for private use, therefore, should not be used for maintenance on private owned cars. Mechanic will be responsible for seeing that this policy be enforced.

¹ Ibid., March 4, 1940.

Let's see if we can't do a better job of keeping bus garage clean. If there are any old tires and equipment that can never be used again, let's dispose of it.

If there is any privately owned equipment in bus garage now, let's get it out of there immediately.

ORGANIZATION

Much of our work should be better organized. We do too much aimless running around and "walk past" too many little jobs, that could be done "on the way" if we were organized. Also, too many little things have been let go, until they have caused us greater difficulty. According to many of our bus drivers, this has been especially true of bus repairs.

REQUISITIONS

All goods brought for the school must be signed for by the Superintendent. Exceptions allowed in case of emergencies, or when Superintendent is not available. Lists of supplies should be made out in advance and in larger quantities, so the number of trips to town can be minimized.

It seems as if our parts and repairs are running too high on buses. The past two years we have spent more than \$200 per bus just for parts, exclusive of tires and batteries. Add to this, the cost of labor, and it gets pretty steep.

CONTRACTS

Contracts will be made on a yearly basis with a two weeks termination clause by either party in case of dissatisfaction. The contract year will begin July 1, and end June 30, each year.

REPORTS

The board requires that workers use such of their paid time as is necessary to make designated reports to the Superintendent. Failure to make these reports, or to keep board properly informed through the Superintendent, relative to the progress of work will be regarded as "Unsatisfactory".

Beginning this fall records will have to be kept on each individual bus as to repairs, etc. This way we will have a

better knowledge of the buses and this will give us some idea as to which buses we should dispose of, from time to time when making new purchases.

Superintendent, through conferences with the board and workmen will lay out the maintenance and so called "odd jobs" which must be done in addition to regular duties. It will be up to the men to know what some of these odd jobs are, far enough in advance, so they can keep busy. Men will help in each others department by assignment. The man is "straw boss" who happens to be head of the department in which you are working. Remember, however, let's don't always call on one person, whenever there is any dirty work to be done.

LAYING OUT WORK

The Superintendent will help lay out the work for the men. In some instances this will mean laying out definite jobs for definite times. For the most part, however, he will do this by going over the work in advance with the workers so that everyone will understand what his regular jobs are; also, so he will know what some of the odd jobs are which are to be "worked in" as time permits. It will be up to the men, themselves, to keep busy. This will require a great deal of cooperation between the men and Superintendent. Each should always have some jobs in mind that he can do without being told, when there is no definite assignment for a particular day.

VACATION

All regular workers shall be entitled to two weeks vacation with pay after they have been employees of the school more than one year. All vacation time to be taken off at a time satisfactory to the Superintendent and school board.

Workers will also be entitled to the following days off, Decoration Day, July 4, New Years, Christmas, and Thanksgiving.

REGULAR HOURS OF LABOR (SUMMER TIME)

6:30 to 12 A.M. -- 1 to 5 P.M. Each day except Saturday. Saturday hours will be 7 to 12 A.M.

Also, in the winter time, if it becomes necessary for the side walks to be shoveled (snow) before school in the

morning then all men, bus mechanic, assistant bus mechanic, and both custodians will report early to get the job done.

All men will take turns being in charge of building in the evenings whenever there are activities going on such as Basketball games, Plays, etc. A schedule should be set up for the men, notifying them in advance when it is their turn for night duty.

Also, if the nature of the work or circumstances are such that Saturday afternoon work is necessary due to plant or bus breakdowns, men will be required to work, but given time off to compensate for overtime. The time off will be arranged with the Superintendent.¹

Bus Drivers. No policy concerning the hiring of bus drivers has ever been formulated. They have been hired by the board each year.

Traffic Officer. Since the school is located on a state highway, the board became concerned about elementary children crossing this highway. In 1932 the board agreed to pay one-half of the expense of an officer at the school stop sign located on the state highway if he was given the authority to make arrests.² The board, in 1935, authorized its secretary to pay the city marshal ten dollars each month for police duty at the school stop sign.³ This practice was discontinued in 1954. An officer was no longer employed, but large school stop signs were purchased to place on the state highway. The city police officer was asked to

¹ Ibid., July 14, 1958.

² Ibid., September 26, 1932.

³ Ibid., September 2, 1935.

enforce the law that drivers of vehicles observe the stop signs.¹

Insurance. In 1938 the board of education authorized the purchase of Workman's Compensation Insurance for all teachers and custodians.²

VI. PUPIL PERSONNEL

Guidance. The Guthrie Center Board of Education authorized the superintendent to make a counseling program a regular part of each teacher's job. The program is as follows:

In our plan, each high school teacher is assigned from twenty to twenty-five high school students for whom he or she acts as counselor. Each of these teachers is asked to:

1. Help these students register for the next year's work in the choice of those subjects which best suit their needs.
2. Meet with the students early in the school year and help them fill out a questionnaire to be used in counseling.
3. Try to meet with each student at least once each semester for a ten minute conference.
4. Try to keep track of how students are doing and try to help those who need special help.³

Grading System. In 1952 the board adopted a grading system presented by the superintendent.

¹Ibid., August 2, 1954.

²Ibid., November 18, 1938.

³Ibid., May 5, 1952.

In order for grades to have any meaning, it is necessary that certain standards be set up and defined; that is, if we are to use the letters A, B, C, D, and F as grades, we must determine what each of those grades mean and try to observe some sort of standard. Otherwise no two teachers will use the same philosophy and marks will be meaningless to parents and students as well. In other words, as nearly as possible students should be given exactly what they earn in accordance with the grading system set-up.

Letters are interpreted as follows:

<u>Grade</u>	<u>Explanation of grade</u>	<u>Grade Points allowed</u>
A	Indicates SUPERIOR (Progress) 95-100	4
B	Indicates ABOVE AVERAGE (Progress) 90-94	3
C	Indicates AVERAGE (Progress) 80-89	2
D	Indicates BELOW AVERAGE (Progress) 75-79	1
F	Indicates FAILURE	0
INC	Indicates INCOMPLETE WORK	

According to the best information available, classes should comply rather closely with the following distribution.

A--5%
B-20%
C-50%
D-20%
F--5%¹

Promotion. The following standards of promotion were adopted as school board policy in 1952:

PROMOTING PUPILS IN GRADES 4 TO 8 INCLUSIVE

A pupil may pass if he has a passing grade of D (75) in

¹ Ibid., May 5, 1952.

all major subjects and not more than two minor subjects below that, providing the general average is D (75%).

A pupil may pass CONDITIONALLY if he has not more than two major subjects below D and his general average is D.

No pupil shall pass unconditionally if he has a grade below D in a major subject.

NOTE: Major subjects differ from minor subjects only in the amount of time they are taught. Spelling, penmanship, art, physical training, nature study, etc., are usually designated as minor subjects.

PROMOTING PUPILS IN HIGH SCHOOL

In high school, pupils are promoted by subjects rather than by grades. If one receives a D average or better, for a given semester's work he shall pass. He may be given the privilege of making the work up if the teacher feels that he deserves that chance.

If a pupil does not make a passing mark during the first semester of a full year course but makes high enough average the second semester so that the average for the year is D he shall pass the whole year's work. However, a failing grade for a second semester may not be averaged in with the first semester for a full year's credit.

GRADING BELOW THE FOURTH GRADE

In the primary grades, a different report card is used as well as a different system of grading. "S" is satisfactory and "U" means unsatisfactory.

Previously, some of the teachers have given the "S" simply to indicate that the child is satisfactory working up to his capacity although not necessarily doing passing work. This has a tendency to mislead parents and cause misunderstanding. Hereafter, let us give "S" as a grade only when it means passing work.¹

Discipline. In the late 1800's discipline problems were

¹ Ibid., May 5, 1952.

discussed at different meetings of the board, and in each serious case, the superintendent and president of the board were authorized to contact the students' parents and notify them that if a different attitude was not forth-coming, the students in question would be expelled from the school.¹ Later, in 1902, a student was expelled from the school upon the superintendent's recommendation.² In 1952, three students were readmitted after expulsion and placed on probation. None of these students were to participate in any school activities until sanctioned by the board of education.³

Library. The school board entered into a contract with the trustees of the Public Library Board in the year of 1959. The Guthrie Center Community School District was to have use of the Public Library. A fee of eight hundred dollars was to be paid by the School Board, to the Library Board, for the use of said library.⁴

Driving Permits. In 1944 approval was given for student permits issued for driving cars to and from school only, providing

¹Ibid., December 14, 1896; January 13, 1897; and December 12, 1898.

²Ibid., September 13, 1902.

³Ibid., September 1, 1952.

⁴Ibid., November 3, 1958.

these permits were properly signed and presented to the board.¹

Advertisement. A policy was adopted in 1921 stating that, "there shall be no advertising of entertaining that is not connected with the school."²

Commencement and Seniors. The board of education completed the plans for the graduation exercises in 1903,³ but they authorized the president of the board and superintendent to select the speaker in 1923.⁴ In 1942 a three year contract was granted for the purchase of diplomas,⁵ and in 1955 the superintendent was instructed to purchase caps and gowns for use at commencement. A fee was to be charged each student.⁶ The board has officially certified the list of graduating seniors beginning in 1957.⁷

Skip Day. In 1959 a policy concerning the senior skip

¹ Ibid., September 14, 1944.

² Ibid., April 4, 1921.

³ Ibid., January 30, 1903.

⁴ Ibid., March 19, 1923.

⁵ Ibid., October 5, 1942.

⁶ Ibid., February 9, 1955.

⁷ Ibid., June 3, 1957; June 2, 1958; and June 1, 1959.

day was adopted. It is as follows:

POLICY FOR GUTHRIE CENTER SENIOR SKIP DAY

Each senior class shall choose a day to its own liking; the class should work closely with the sponsors and should work out a program which is educationally sound. Final approval rests with the school administration.

One day shall be set aside for a skip day and this day is to be determined according to the best interests of the school and the program for the day.

At no time shall a class travel any way other than by school bus, chartered bus, or some other form of commercial transportation. Distance traveled shall be determined by the amount of money available to the members of the class. A skip day program will not include an overnight stay at a hotel, lodge, motel, resort, or any other establishment of that kind.

If the length of a trip is such that the class gets home at an extreme hour, senior classes will not be held the following A.M.

Should a number of students indicate they will not attend a skip day, it will not be approved; therefore, those who plan the skip day should consider the funds available for such a trip.

Each senior is obligated to exhibit conduct that will be a credit to himself, his family, his class, his school, and his community.

A skip day is a privilege granted seniors and is by no means a mandatory holiday. Should a class abuse this privilege it could be abolished in the future.¹

Junior-Senior Banquet. Dancing was prohibited in the school house, by the board of education, after the Junior-Senior

¹ Ibid., April 20, 1959.

Banquet in 1935 and again in 1937.¹

Class Rings. In 1931 a policy was adopted that stated, "Rings used as class rings for the past several years shall be adopted as the Guthrie Center High School class ring from this time on"² Concerning these rings, local jewelers were authorized to make the arrangements for the showing of the class rings.³

Athletics. A policy was adopted in 1907 prohibiting the playing of a football game on Thanksgiving Day.⁴ In 1916 scholastic requirements were established for athletes. It read, "Students in inter-scholastic games must maintain a grade of 80 per cent in at least three regular studies".⁵ At various times the school board has appropriated money for the Athletic Fund from the General Fund.⁶ Then in 1952, a new athletic field was purchased by the school board.⁷ The board adopted a policy pro-

¹ Ibid., April 25, 1935; and April 5, 1937.

² Ibid., December 4, 1931.

³ Ibid., August 4, 1952.

⁴ Ibid., September 21, 1907.

⁵ Ibid., August 11, 1916.

⁶ Ibid., February 7, 1921; September 5, 1921; and September 10, 1924.

⁷ Ibid., May 5, 1952.

hibiting the Guthrie Center boys and girls basketball teams from any further participation in the County Tournament, and a copy of this was sent to each county school.¹

VII. PUBLIC RELATIONS

Use of Gymnasium and Auditorium. In 1902 the County Superintendent was granted the use of a school room for summer school.² There was to be no lending of school furniture according to a policy adopted in 1918.³ In 1922, the board authorized the coach to meet with the Boy Scouts and make arrangements with them to use the gymnasium, part-time, for basketball playing.⁴ Later, the board recommended that the superintendent and the coach "use their own judgment" in letting basketball teams, other than pupils, use the gymnasium.⁵ The next year, the board "referred" and "authorized" their House and Grounds Committee to designate who might use the gymnasium, other than school students.⁶ The next month, the board adopted a stern policy stating, "No person or group of persons be allowed to use the school buildings

¹ Ibid., February 3, 1956.

² Ibid., July 1, 1902.

³ Ibid., January 7, 1918.

⁴ Ibid., December 7, 1923.

⁵ Ibid., December 1, 1922.

⁶ Ibid., November 7, 1924.

unless supervised by some school body."¹ The Boy and Girl Scouts were permitted to "use the buildings one night a week each," according to the board minutes in 1925."²

The board voted against permitting a poultry show in the school building,³ and the next year authorized the superintendent to make arrangements with the Farm Bureau officers for the rental of the auditorium, or gymnasium floor, for their meeting at the regular rate of ten dollars for the floor and five dollars additional if they desired to use the kitchen.⁴

A board policy was adopted in 1932 which stated:

The school house is for educational purposes and the gymnasium might be used for such purposes for a fee of fifteen dollars and 15 per cent of the gate receipts, arrangements to be made with the superintendent by anyone desiring to use the building.⁵

Later that same year the board adopted a policy that stated:

The board considers the school not the proper place for church instruction of the Bible and, if the several churches do not care to give instruction in their respective churches, that week-day Bible School be dispensed with.⁶

¹ Ibid., December 12, 1924.

² Ibid., April 21, 1925.

³ Ibid., November 23, 1930.

⁴ Ibid., December 4, 1931.

⁵ Ibid., February 3, 1932.

⁶ Ibid., July 29, 1932.

This policy was dispensed with according to a decision of the board in 1935 which allowed the Ministerial Association use of the grade school for Vacation Bible School.¹

In 1932 the board stated:

The school has a full schedule and it would not be convenient to have the town basketball team meeting in the school gymnasium.²

The next year, the Farm Bureau was given permission to use the gymnasium for its Achievement Day, provided the Farm Bureau would take care of the expenses incurred for the day.³ The County Superintendent was granted permission to use the gymnasium in 1933 for a county teachers meeting.⁴ The board relented in 1933 by allowing the Independent Basketball team use of the gymnasium for one game a week with the fee to be three dollars. There was to be one practice a week with the fee to be two dollars. A code of rules was established for the team members to follow.⁵ In 1935 the Woman's Club⁶ and the 4-H Club⁷ were allowed use of the gymnasium without charge. Two years later, the board adopted a policy stating that:

The Rebekahs (and other similar and worthy organizations)

¹ Ibid., May 6, 1935.

² Ibid., November 10, 1932.

³ Ibid., June 5, 1933.

⁴ Ibid., September 4, 1933.

⁵ Ibid., December 4, 1935.

⁶ Ibid., May 6, 1935.

⁷ Ibid., June 3, 1935.

hereafter would be permitted to use the auditorium for a fee of seven dollars.¹

The board was to pay the janitor out of the fee for his extra services. That same year, the Ministerial Association was granted permission to use the auditorium free of charge.² There was not any mention concerning this policy in 1954, when the Firemen were permitted to use the gymnasium for a dance, the fee was thirty-five dollars.³ Two years later, the firemen were granted permission to use the gymnasium for the same purpose. On this occasion, the fee charged was twenty dollars.⁴

Other property. The Kitten Ball Club was allowed to use the light reflectors in 1935, provided the Club paid, in advance, a deposit of fifty per cent of the value of the light reflectors.⁵ In 1947 the board adopted the following policy:

Because of congested conditions and lack of facilities, the use of the Farm Shop and equipment will be limited to the use of those who are in regular Shop classes.⁶

¹ Ibid., July 29, 1937.

² Ibid., November 1, 1937.

³ Ibid., March 15, 1954.

⁴ Ibid., May 6, 1935.

⁵ Ibid., March 5, 1956.

⁶ Ibid., November 4, 1947.

VIII. SUMMARY

The Board of Education had written policies which included recognition of former members of the board, a specific time for board meetings to be held, method for amending the board's policies, and a code of ethical conduct for the board of education.

Very little policy had been adopted in regard to the Superintendent of Schools. The early board minutes indicated that only one year contracts were offered to a superintendent until 1938. Two and three year contracts had been granted to the superintendents since 1938. A policy was included concerning the relationship between the superintendent and the school board. An important policy adopted in 1952 authorized the superintendent to use his own judgment in regard to any situation in the absence of adopted board policies.

The instructional program of the Guthrie Center Community School had advanced during the years in regard to the educational opportunities offered in the school system. The board had cooperated with the health authorities, and the Iowa State Department of Public Instruction in accepting their recommendations for advancing the health and educational phases of the school. The board had added new classes to its course of study whenever the need arose, and had added necessary services to its program from time to time in order to better serve the students.

The operational finance division of the school board policies was complete in most areas. The most important and complete policy was one that was adopted in 1952. This policy authorized the superintendent to administer the school budget in any way that the superintendent deemed necessary depending on stipulations set forth by the board of education. A resolution designating an official school depository was adopted, and policies concerning tuition rates had been amended from time to time. Throughout the minutes, policies had been adopted by the board of education concerning the superintendent's reports on activity funds, policy of school purchasing, and the transfer of money from one fund to another fund.

The policies regarding the professional and non-professional staff of the school were complete. A policy regarding the minimum qualifications for teachers was adopted in 1957. The board adopted a policy concerning the selection of teachers, and the board had specified the superintendent's role in regard to the teacher selections. The board had policies which included sick leave for the teachers, salaries paid to substitute teachers, a salary schedule, a liquidating clause contained in all contracts, and dismissal of school for teachers' convention. A policy, in regard to custodians and mechanics, was adopted in 1958. There was no policy contained in the written board minutes in regard to the bus drivers. A policy concerning a traffic officer and his duties had been adopted. The board had adopted a written

deemed necessary.

policy authorizing the purchase of Workman's Compensation insurance for the teachers and the custodians.

In regard to pupil personnel, policies establishing a guidance program, a uniform grading system, and minimum requirements for promotion policies were adopted by the board of education. There was no definite written board policy in regard to discipline problems. An agreement had been reached between the school board and the trustees of the Public Library Board whereby the students of the school district were to have the privilege of using the material in the Public library. A policy had been adopted pertaining to issuing drivers' permits for the students that were driving cars to and from school. Policies had been adopted in regard to advertisements within the school building, commencement exercises, senior skip day, class rings, and the activities concerned with the junior-senior banquet. Policies had been adopted pertaining to interscholastic athletics which regulate participation, scholastic requirements, and the facilities of the events.

There were no written board policies pertaining to the school's public relations. Many policies had been adopted regarding the use of school property by groups other than school students. The policies stated that worthy and non-profit organizations were granted use of the school facilities, for a nominal fee. Other organizations were either denied use of the school facilities or were charged fees that the board of education deemed necessary.

CHAPTER III

SUMMARY

The studying and determining of the policies, and changes in policies, of the school boards of the Guthrie Center Community School from 1896 through 1959, has been the problem concerned in this study.

The procedures used in determining this study have been carried out in the following manner. First, a study was made of the literature in the field of school board policies. Second, a list was presented of the major areas covered by school board policies. Third, a study was made of the Guthrie Center School Board minutes from 1896 through 1959. Fourth, a summary was made of the changes in the school board's policies from 1896 through 1959. Fifth, a recommendation was made to the Guthrie Center Board of Education pertaining to the school board's policies.

The written school board policies of the Guthrie Center Community School District are complete in some areas, and incomplete in other areas.

The Board of Education had written policies which included recognition of former members of the board, a specific time for board meetings to be held, method for amending the board's policies, and a code of ethical conduct for the board of education. designating an official school depository was adopted.

Very little policy had been adopted in regard to the Superintendent of Schools. The early board minutes indicated that only one year contracts were offered to a superintendent until 1938. Two and three year contracts had been granted to the superintendents since 1938. A policy was included concerning the relationship between the superintendent and the school board. An important policy adopted in 1952 authorized the superintendent to use his own judgment in regard to any situation in the absence of adopted board policies.

The instructional program of the Guthrie Center Community School had advanced during the years in regard to the educational opportunities offered in the school system. The board had cooperated with the health authorities, and the Iowa State Department of Public Instruction in accepting their recommendations for advancing the health and educational phases of the school. The board had added new classes to its course of study whenever the need arose, and had added necessary services to its program from time to time.

The operational finance division of the school board policies was complete in most areas. The most important and complete policy was a policy adopted in 1952. This policy authorized the superintendent to administer the school budget in any way that the superintendent deemed necessary depending on stipulations set forth by the board of education. A resolution designating an official school depository was adopted,

and policies concerning tuition rates have been amended from time to time. Throughout the minutes, policies had been adopted by the board of education concerning the superintendent's reports on activity funds, a policy of school purchasing, and the transfer of money from one fund to another fund.

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regard to discipline problems. An agreement had been reached between the school board and the trustees of the Public Library Board whereby the students of the school district were to have the privilege of using the reading material in the Public Library. A policy had been adopted pertaining to issuing of drivers' permits for the students that were driving cars to and from school. Policies had been adopted in regard to advertisements within the school building, commencement exercises, senior skip day, class rings, and the activities concerned with the junior-senior banquet. Policies had been adopted pertaining to inter-scholastic athletics which regulate participation, scholastic requirements, and the facilities of the events.

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The conclusion, as based on the literature of this study, and from studying the minutes of the Guthrie Center School Boards, is that the Guthrie Center Board of Education does not have sufficient written policies relative to the

various phases of the school's functions.

A recommendation, as based on the conclusion of this study, is that the Guthrie Center School Board should adopt written policies in regard to all areas of the schools activities.

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